

**Project Management Division Organization**  
**Mission, Functions, and Services – Effective May 1, 2006**

**Project Management Division**

*Under the direction of the Commonwealth Information Technology Investment Board (ITIB) and the Commonwealth Chief Information Officer (CIO), the Project Management Division (PMD) implements an enterprise strategy for the effective and efficient management of information technology investments. The selection, control, and evaluation of Commonwealth business-driven IT investments by the ITIB and CIO are framed by IT Investment Management (ITIM) principles, ITIM "best practices" from both the public and private sector, and legislative mandates in the Code of Virginia. Organized into three offices, the ITIM Office, the Project Management Office, and the Management Support Office, PMD performs the functions and provides the services outlined below:*

**IT Investment Management Office**

*Manages activities relating to the identification and selection of information technology (IT) investments. Starting with agency strategic planning, assists and oversees the definition of agency business requirements and the strategic application of technologies and technology plans to advance projects and procurements that will satisfy those needs. Services include strategic planning, IT strategic planning, IT investment portfolio management, and budgeting. Planning approval, granted by the Chief Information Officer, marks the normal cross-functional boundary of office responsibilities.*

Agency IT Strategic Planning - In consultation with the Department of Planning and Budget (DPB), define the policies, standards, and procedures that state agencies and higher education will follow in the development of the information technology component of the Agency Strategic Plan. Review agency-generated Information Technology Strategic Plans (ITSP) appendices and amendment requests and recommend approval or disapproval to the CIO. Monitor implementation of Agency IT Strategic Plans and report periodically to the CIO and ITIB.

Commonwealth IT Investment Portfolio Management and Recommended Technology Investment Projects (RTIP) Reporting - Define the policies, standards, guidelines, and procedures for the management of the Commonwealth IT Investment Portfolio and use of the automated portfolio management tool. Consult with agencies and monitor their use of the tool. Periodically prepare reports on the portfolio and use of the portfolio tool. Collect, analyze, and assess major information technology investments submitted by agencies and institutions and prepare the *Recommended Technology Investment Projects (RTIP) Report* for approval by the Information Technology Investment Board (ITIB).

Enterprise Program Management, Analysis, and Consulting - Analyze and evaluate the Commonwealth IT Investment Portfolio in order to make appropriate investment recommendations to the CIO and ITIB. Provide the CIO and ITIB with an integrated, strategic view of technology programs and projects within the Commonwealth, allowing for the continuous prioritization and optimization of investments. Provide continuous ITIM analytical and administrative support to agencies, the CIO, and ITIB. Consult with agencies concerning program management policies, standards, guidelines, and procedures. Assist and support agency

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program planning, execution, control, and closeout. Assist agency and institution program managers and staff in the resolution of problems.

Agency Technology Budget Reviews – In consultation with the Department of Planning and Budget (DPB), define the policies, standards, and procedures that state agencies and institutions will follow in developing technology-related budget requests. Review agency budget requests and recommend approval or disapproval to the CIO. Submit the CIO recommendation to DPB.

Information Technology Investment Management (ITIM) Consulting and Assessment – Assist agencies and institutions with the implementation of ITIM practices in the development of agency strategic plans and management of agency IT investments. This service includes agency consulting, assessment of Commonwealth and agency ITIM capabilities and maturity, and planning for the advancement of ITIM capabilities and maturity.

Agency IT Procurement Reviews – Review Agency Procurement Requests (APR) for the purchase of technology goods and services not associated with IT projects. Recommend approval or disapproval of the APR to the CIO. For agencies and institutions not required to comply with the APR process, ensure compliance with established reporting requirements.

Project Planning Approval – Collect and evaluate agency IT project proposals. Recommend CIO and ITIB approval or disapproval to enter the project initiation phase of the Commonwealth Technology Management - Project Lifecycle.

**Project Management Office**

***Provides consultation and oversight to agencies for major and non-major IT projects and associated procurements from project planning approval through project close-out and post-implementation review. Consults with agencies and project managers on all aspects of project management and ensures compliance with Commonwealth project management policies, standards, and guidelines. Manages the VITA internal project portfolio. Provides consultation and oversight for the processing of information technology projects proposed under the Public Private Education Facilities and Infrastructure Act of 2002. .***

Agency Project Procurement Reviews - Review Agency Procurement Requests (APR), Invitations for Bid (IFB), Requests for Proposal (RFP), and contracts associated with IT projects and recommend approval or disapproval to the CIO and ITIB.

Agency Project Oversight (Committees) and Reporting – On behalf of the CIO and ITIB, ensure that projects have in place adequate project management and oversight structures and processes that will enable the success of the project. Represent the ITIB and CIO on Internal Agency Oversight Committees (IAOC). Elevate issues that cannot be resolved by the IAOC. Attend and support Proponent Secretariat Oversight Committees. Coordinate documentation and other project management requirements with oversight committees. Evaluate Post Implementation Reviews conducted by oversight committees. Maintain the Commonwealth Major IT Project Status Report Dashboard and ensure agency, institution, and Secretariat compliance with reporting standards. Review project progress, project management deliverables and compliance with Commonwealth project management standards and guidelines. Report project status to the

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CIO and ITIB, with appropriate recommendations for project suspension, corrective action, and support.

Agency Project Management Consulting and Assessment – Consult with agencies concerning Commonwealth Project Management policies, standards, guidelines, and procedures. Assess agency project management capabilities and maturity and plan for the advancement of agency project management capabilities and maturity. Assist and support agency project planning, execution and control, and closeout. Assist agency project managers and other agency staff in the resolution of project specific problems.

Independent Verification & Validation (IV&V) – Review agency IV&V strategies contained in project proposals charters. Review proposed IV&V statements of work for IV&V services submitted by Major IT Project managers and approve or disapprove those strategies on behalf of the CIO. Review reports of IV&V analysis on behalf of the CIO and provide feedback. Qualify IV&V service providers and maintain a list of qualified IV&V service providers.

Project Development Approval – Conduct the initial review of agency and institution project proposals and charters and provide feedback. Coordinate the required Proponent Secretariat Oversight Committee meeting to review the project proposal and charter. If the Committee recommends approval, and the proponent secretary or deputy secretary signs the charter, complete the final review of the project proposal and project charter and recommend approval or disapproval of the project to the CIO and ITIB.

PPEA Consulting – Assist VITA and external agencies with the establishment and execution of plans for the effective implementation of Commonwealth PPEA legislation and procedures, including plans for review of unsolicited PPEA proposals, the release of PPEA-based Requests for Proposal, and the review of proposals received in response to those requests. Insure integration of PPEA-based projects into the Commonwealth Technology Portfolio.

VITA IT Investment Portfolio & Program Management (New) - Define policies, standards and guidelines for the management of the VITA IT Investment Portfolio and the implementation of a supporting portfolio management tool. Consult with and assist other VITA organizational units concerning the use of the tool. Oversee the process by which VITA selects investments and advances those investments toward realization. Provide the CIO and senior agency leadership with a programmatic view of the VITA IT Investment Portfolio.

Resource Management (New) - In coordination with the VITA Human Resources (HR) Division, ensure appropriate resources, including qualified project managers, are assigned to VITA projects. Identify the knowledge, skills and abilities required by specific projects and recommend project managers with the required qualifications. Identify skill gaps and work with VITA HR to improve the knowledge, skills, and abilities of VITA project managers.

**Management Support Office**

*Assists the other offices of the division and the division director in performing assigned functions and services. Included in this support is the coordination of policies, standards, guidelines and procedures development, review and updates, as well as response to internal*

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***and external audit findings. Manages the Commonwealth Project Manager Development Program, including program development and administration. In coordination with the Executive Director of the Commonwealth Information Technology Investment Board, supports Board and designated committee activities.***

New Program Development and Internal Projects – Conceptualize and develop new ITIM-based programs, processes, and supporting tools for advancing the quality and maturity of PMD ITIM implementation and support. Advance selected programs, processes, and tools through the VITA/PMD approval process.

Quality Assurance, Performance Monitoring and Audit Compliance – Plan and execute quality assurance and performance monitoring programs within the Project Management Division (PMD). Track and report performance levels against established measures. Develop and execute audit action plans within the PMD in response to APA and other audit reports. Assure audit compliance and avoid repeat findings.

Project Manager Development Program (PMDP) – Implement and sustain a Commonwealth PMDP, including publication and enforcement of program standards, project management training, and project manager qualification. Coordinate training and testing in support of project manager development.

Policies, Standards, Guidelines, and Procedures – Coordinate the development, promulgation, maintenance, and regular update of Commonwealth IT investment management policies, standards, guidelines, and PMD implementing procedures. Submit new and updated policies, standards, and guidelines to the CIO and ITIB for approval.

PMD Website – Develop and maintain the PMD Website.

IT Investment Board (ITIB) Support – In coordination with the ITIB Executive Director, provide staff support to the Board and designated committees. Committee support includes agenda development, participant/presentation scheduling, minutes, and related document preparation. Manage the implementation of PMD actions directed by the Board and committees.